

Appendix III

Sample Evaluation Letters

1. Sample Letter for a Tenure Earning Faculty Member (In-Unit)

Date

Professor Tenure Earning
Cultural Arts Center
University Station

Dear Tenure Earning:

In accordance with the provision of the Collective Bargaining Agreement, this letter constitutes the written evaluation of your assigned duties and professional responsibilities for the academic year_____. It is based in part on your annual report, the copies of your instructional materials you have provided to me, my observations of your performance in the classroom, reviews of recent creative works you completed or that are in process, and the results of the Departmental Evaluation Committee's annual review.

TEACHING (85% FTE)

As in the past three years, you continue to be excellent in your teaching, both in the classroom and in the performance studio. Members of the Evaluation Committee who have observed your teaching have noted that you are a teacher who devotes a great amount of personal effort and interest to your daily teaching activities, as well as to your students. As one would expect, student evaluations of your teaching remain very high in all categories. Above all, you remain open and receptive to comments and suggestions as to how your teaching can grow and improve. In this regard, I commend you for the ways in which you have responded positively to some of the things you and I have discussed about your teaching during previous annual reviews, as well as in less formal settings. You are making an outstanding contribution to the teaching mission of our department.

In addition to your assigned teaching responsibilities (courses and studios), you volunteer to serve regularly on committees, and take a great deal of time to present master classes at other institutions. This past year you undertook, as part of a teaching team, the development of a new course. Your contributions to the first-time implementation of this new course contributed significantly to its success. Your colleagues find you to be quite candid in discussions but always ready to listen and be a team player.

SCHOLARSHIP/CREATIVE ACTIVITY (10% FTE)

Your creative accomplishments remain excellent. You have participated in a number of faculty performances on campus and in the community this past year and your recital performances are numerous and excellent, both within the state and nationally. You also were invited to participate in a concert tour in recognition of your excellent accomplishments.

Along with performing, you have also had great success as a composer. Your compositions include four commissions, as well as four published pieces. I am especially pleased that your pieces are receiving numerous performances, both in the United States and in other countries. This is truly an outstanding accomplishment and certainly brings recognition to the department, college and university.

PUBLIC SERVICE AND GOVERNANCE (5% FTE)

You continue to be involved in departmental governance through your work on the University's Appeals Committee, your participation on the Departmental Search Committee and the Teacher of the Year Award Committee. Your colleagues elected you for membership in the Faculty Senate. Additional service activities include participation in a department-sponsored symposium, an invitational festival, and the development of the repertoire program list for high school students, your service on the Board of Directors of the Jacksonville Symphony, and your continued performance as part of the orchestra for Theatre productions. I find your contributions in this area to be excellent.

As you complete your third year of tenure-earning status, I find your overall performance in all three areas of teaching, creative achievements and governance/service remains excellent, and completely in line with your assignment.

PROGRESS TOWARD TENURE

As in past years, the quality of your work has been recognized and commended by the members of the Evaluation Committee. You continue to achieve distinction, both on and off campus as noted by the reviews your work has received and supportive comments by your colleagues and others. In addition, you continue to strive toward improvement in the manner in which you work together with your colleagues. I commend you for the ways in which you respond to constructive suggestions, and encourage you to continue with your efforts in this regard.

As you enter the fourth year of tenure-earning status, let me suggest the following ways in which to strive for continued growth and improvement:

Continue to focus on being as selective as possible relative to the types and number of professional and creative activities that you undertake. I believe your shift to more regional and national activities since last year had a very positive impact on your stature as a faculty member. I suggest you take some time now to prioritize a little more, in order to allow yourself some balance and flexibility with your time.

Continue to strengthen your awareness relative to how others view you in professional settings. We all strive to be certain that our interaction with colleagues is perceived in ways that will lead toward the accomplishment of our goals. I believe you have improved in this regard over the past few years.

Continue with your efforts to compose and perform in ways that will be a credit to you and to the department, keeping in mind that you want to reserve time for yourself in the process.

Continue your efforts to strengthen and expand your studio recruiting efforts. The enrollment of ten students next fall looks very promising.

As noted in previous years, you should be refining a comprehensive, but concise teaching portfolio, which will serve to present a thorough profile of your work as a teacher at the time you apply for tenure and promotion.

Continue your efforts to explore creative ways in which to develop instructional materials for your classes and ways in which to work with students of varying abilities. I will attempt to secure the audio-visual aids as discussed when funds allow.

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You continue to make wonderful contribution to our faculty and to the department as a whole, and I am pleased to be your colleague. Thanks for your commitment and all of your hard work. I am pleased to recommend your reappointment as Assistant Professor for the next academic year. Have a restful summer!

In compliance with the Collective Bargaining Agreement please find listed below your assignment for this coming academic year. Due to the unpredictability of final student registration, your actual responsibilities during the coming year could be somewhat different from the above. It is often necessary to make adjustments in assignments after the year has begun.

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Teaching/Instructional Activities—

Performance Studio and Studio Classes

3 Academic Courses in Music Theory

Composition students as assigned

Projects Courses as needed

Friday Afternoon Consortiums

Faculty Meetings

Auditions

Recruitment – Members of the music faculty as expected to work cooperatively with their colleagues and departmental leadership in appropriate ways to recruit excellent students to our program.

Creative Activity and Service –

In addition to teaching and instructional activities assignment described above, it is expected that each member of the faculty engage in creative activities such as performance, composition, research appropriate for the individual's position and service to the department, college and university. All such activities may not be spelled out as specifically as the teaching and instructional activities are above. However, the Department is required to keep an accurate record of all faculty assignments including statements of all non-instructional assignments. Faculty members are expected to have some assignments outside of teaching, and that all evaluations are based upon the broad categories of teaching, research or creative activity and service and attendant responsibilities expected of a faculty member. A form will be provided at the August faculty meeting, which should be used for submitting a written statement of your plans for performances, research or other creative activity for the next academic year. The form will be due the end of the first week of classes.

Please review the draft of your annual evaluation letter and attach any comments you might like to include in the record and return them to me no later than next Friday. If you disagree with the evaluation and/or would like to meet with me to discuss it or your reappointment, please make an appointment with me as soon as possible so we can complete the evaluation process.

Sincerely,

Department Chair

Faculty Member's Signature/Date

cc: Dean
Personnel File

2. Sample Letter for a Tenured Full Professor With Performance Deficiencies Noted (Non-Unit)

Date

Tenured Professor
Box 8002
CAMPUS

**Excerpt from Florida State University's Administrators' Information Manual
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Dear Tenured Professor:

In accordance with the rules of the University, this letter constitutes the written evaluation of your assigned duties for this academic year.

TEACHING/INSTRUCTIONAL ACTIVITIES

Your assignment in instruction (50%) for the past year has included courses at the undergraduate and graduate levels and independent studies. In addition, you served on four Masters committees (two as committee chair), and on four Doctoral Committees (one as committee chair).

As we discussed during your annual review, I continue to have concerns about a number of things that have taken place in your classes. These concerns have been reflected in low student ratings, peer reviews, and in the increased number of complaints about your teaching I have received for the past two years. These complaints were also brought to my attention on several occasions this past fall by your academic area head. You and I have discussed these concerns on numerous occasions, but I have seen little or no effort on your part to improve or correct the concerns during this period of time. The concerns are the following:

Your failure to provide course syllabi to your students at the beginning of the term as required by university policy has caused the students to constantly complain about your classes.

Your failure to provide adequate organization and focus in your classes, as reflected in the absence of continuity in class lectures and in the manner in which you follow-up with students on their homework assignments. Once again the need for more organization and focus is an area, which has been reflected in student evaluations of your teaching. I brought these to your attention for improvement in your annual reviews in the past two years, as well as in more recent conversations you and I had earlier this past fall.

Your failure to begin classes meetings on time or to meet the required office hours has been a problem for the department and your students. This was also an area of concern continues to be addressed in student evaluations of your teaching, and which I brought to your attention for improvement in your annual review last year, as well as in conversations you and I had earlier this fall.

Your failure to maintain regular attendance in the department and at academic area meetings, during which matters relating to the continuity of the academic program and to other curricular issues are discussed and decided upon, has been noticed by your colleagues.

Your failure to attend scheduled committee meetings and provide regular formal assessment and feedback to students, particularly the graduate students whose committees you either chair or serve on, relative to their progress and ways in which they can work toward improvement.

Your failure to perform your duties satisfactorily as evidenced by the extremely low student ratings of your teaching you have received over the past two semesters is a serious problem that must be corrected. All of your fall-term ratings were extremely low; specifically, your ratings in the "Overall" category were among the lowest of all faculty whose courses were evaluated during that same term. Student ratings for courses taught during the spring term were slightly higher, but nevertheless still indicate a problem relative to the issues noted above and which we have discussed.

For these reasons, which I have discussed with you, I consider your performance in this area to be totally unsatisfactory.

In addition to correcting the actions cited above and in an effort to assist you with your efforts for improvement, I strongly suggest that you contact the Office of Instructional Resources about having your courses video taped for your subsequent analysis. In addition, I plan to visit your classes on at least two

occasions during the coming fall and spring terms. The result of my observation along with your own analysis of your videotapes should provide you with a means of examining your teaching for ways in which to grow and improve. I would also suggest that you have one of your senior colleagues observe your class presentation on several occasions to provide you with ideas and suggestions. I need to counsel you that if the concerns are not corrected this coming year, I will have no option but to take the actions I discussed with you.

SCHOLARLY ACHIEVEMENTS

You have indicated several accomplishments in the area of scholarship during the past year in your annual report. These include the publication of your research in one article in a referenced journal and a presentation of the same research at a statewide meeting. I find this productivity to be less than satisfactory given your status as a senior faculty member, and considering the percentage of your faculty assignment (40%), which has been allocated and supported for your scholarly activities for the past three years. Most of your colleagues have had at least two publications a year, and usually with less than a 40% assignment in the area of research and relevant activities. I expect you to increase your scholarly output significantly during the coming year, working with the resources available to pursue funding for your research, and increasing your publication efforts as noted. In the absence of this output, the percentage of time assigned for research next year will be decreased to provide for the additional instructional assignment of one section each term.

SERVICE

Your service activities (10%) and contributions were minimally satisfactory. They included participation on the Department Library and Facilities Committees, and the College of International Studies Committee. Given your background and experience, I would expect you to be much more active in the work of one or more of the professional organizations related to your area of specialty.

In consideration of the above, as well as your performance in those other duties and responsibilities expected of a faculty member, I find your overall performance to be unsatisfactory. In fact, as indicated, your teaching is unsatisfactory and I am informing you that if the deficiencies are not corrected, I will have no option but to take appropriate action for misconduct, i.e. failure to fulfill your assignment and meet your employment obligations.

Reappointment and Fall and Spring Semesters –You are to be re-appointed with the following general assignment, which may be subject to change based on enrollment and other factors.

Three (3) Academic Courses/Seminars –

In addition to teaching, and as you know it is expected that each member of the faculty engage in 1) scholarly activity appropriate for the individual's position and 2) service to the Department, College and University as expected and required of a faculty member. All such activities may not be spelled out in detail in the assignment but are expected of a faculty member. Members of the faculty are expected to maintain regular work weeks on campus and to work cooperatively with their colleagues and departmental leadership and in those ways appropriate and to meet those professional obligations expected of a member of the academy.

Sincerely,

Department Chair

By my signature, I acknowledge having discussed the above letter of evaluation and request ____do not request ____ that the attached comments I have written be filed with this letter in my personnel file.

Faculty Member's Signature/Date

cc: Personnel file

3. Sample Evaluation Letter For a Tenured Associate Professor (Non-Unit)

Date

Professor Tenured
PO Box 8004
University Station
CAMPUS

Dear Tenured:

This letter is an evaluation of your performance as a tenured associate professor for the time period March 16, 1998 through March 15, 1999. The evaluation focuses on three major areas: instruction (70%), research (10%) and service (5%) as well as on your responsibilities and obligations as a faculty member.

You have been very successful in the advisory component of your instructional assignment this year as evidenced by your reputation as one of the most popular advisors. You have already made a significant contribution to the instructional mission of the department by assisting me in preparing materials for and teaching those difficult beginning level courses. Your actual classroom teaching performance, however, continues to be evaluated by your peers and students as average or below, based on the department norm. I concur with that assessment based on my observations of your classroom teaching and review of your instructional materials. The latter need to be more current in some areas, particularly in the upper level and graduate classes. Also, I would hope you would work with your colleagues who have demonstrated the ability to create more dynamic interactions between the students and instructor in the classroom so you can work on your teaching skills.

The majority of your research activities and efforts are directed to instructional innovations. Your articles have been accepted in several professional journals, including one of the most prestigious journals in the area of instructional methods. In addition to your publications you have given several excellent papers and presentations on the topic of educational innovation. I believe the prestige associated with your recent INV Award continues to profit not only your professional development, but the scholastic reputation of the department as well. I encourage you to continue your interest in this area, but also suggest you to build up your reputation by means of your use of innovative methods in your classroom instruction and your publication record in your own discipline, rather than concentrating solely on the general area as instructional innovations. For the reasons I have stated, I find your performance in research to be above average.

As in the past, your service this year has been minimal with no efforts of leadership either within the Department or the University or in professional organizations. You should get more involved, and should contribute more to the service activities. I suggest you begin by volunteering to serve on a university

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committee. I will work with you regarding departmental leadership, starting next fall with your serving as chair of the search committee for the two vacancies we have in the department.

For the reasons I have indicated, I consider your overall performance to be average or satisfactory I would like to see you focus in the coming year on consistency in your instructional program, rather than continually trying new methods of instruction. You need to work on your instructional skills. For your consideration, as you seek to improve your teaching and develop your resume for promotion, it might be helpful for you to visit and observe in some of your colleagues' classes to see how they conduct beginning level classes while keeping the interest and enthusiasm of students. I also will expect you to take more of a leadership role, to participate in more service activities and to attend and contribute to faculty meetings and seminars. I believe you need to interact more with your colleagues, particularly those senior faculty who will be assessing you for promotion in the future.

I am pleased to recommend your reappointment for the next academic year. Your tentative assignment for next year is attached.

Sincerely,

Department Chair

By my signature I acknowledge having discussed or reviewed the above letter of evaluation. I have ____ have not ____ attached additional comments with the intent that they become a part of my personnel file.

Signature

Date

**4. Sample Evaluation Letter for a Tenured Full Professor with a Sustained Performance Review
(Unit or Non-Unit)**

Date

Tenured Full Professor
Box 8001
College Station
Campus

Dear Tenured Full Professor:

This letter represents a draft of my evaluation of your annual and sustained performance as a tenured full-professor. The evaluations focus on the three major areas of your assignment in instruction, research and service.

Annual Evaluation

Your teaching, which is 50% of your assignment, continues to be of excellent quality as evidence by my review of your teaching and instructional material and the results of your fall student evaluations. You

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have maintained a reputation as one of our most popular and informative teachers. Your involvement in teaching those difficult beginning level courses as well as the core undergraduate courses is appreciated. You have performed equally as well in your other teaching-related activities and assignments, including your development of innovative teaching methods and aids. Your teaching evaluations remain above average, however, there have been a rash of recent complaints from students about your general conduct in the classroom, i.e. your short tempered behavior, your use of inappropriate language, arriving late, being preoccupied, and being unprepared for class. We have discussed these concerns and you have indicated that you understand the concerns and will address them.

Your activities for the past year in your grant-funded research, which also accounts for the other portion of your assignment, have been very disappointing. I realize that your current grant funding ended this past summer and a few of your graduate students are completing their work, so it has been a busy time for you. Nevertheless, you have failed to provide the required grant reports that are now long overdue and have missed the opportunity to have your current grant considered for continuation. Furthermore, you have not submitted other grant proposals for possible funding, and consequently there is no support for your graduate students. Also your publication record has come to a standstill. For these reasons, I consider your performance in your research to be unsatisfactory this year. Therefore, I am unable to continue the fiscal resources provided to you this past year to accomplish your research, but I will provide you with an assignment for research that I hope will give you the time and opportunity to resume your programs.

Your performance with respect to your normal departmental professional responsibilities appears to be stagnant as well. You have failed to complete your curriculum assignments for the departmental committee. Your attendance at departmental committee or faculty meetings and seminars is poor. In fact, this spring you have almost isolated yourself from your colleagues and from the normal professional activities of the department. When you do attend you appear to be confrontational and obstructive rather than positive and productive. Your colleagues express concern about this change in your relationship with them, which they perceive has been less than collegial. As I mentioned, your students have also complained about your temper and sudden outbursts. In addition, both faculty and students have expressed concern about your personal relationship with one of your graduate students. From our discussions I know this relationship has caused you problems, but you assured me they are being handled now.

With the exception of your classroom teaching, I believe your performance in those responsibilities assigned and expected of a faculty member are less than satisfactory this year, particularly this recent term. They are certainly not indicative of your normal performance. In summary, and for those reasons we discussed, it is my judgment that your overall performance based on your annual report, student evaluations, peer reviews and my observation is below average (unsatisfactory) and in need of improvement. I advise you that in order to fulfill your responsibilities to the university this performance must be improved significantly next year.

Sustained Performance Evaluation

In my review and assessment of your sustained performance evaluation I find your performance over the past six years, excluding this past year, to be satisfactory, although minimally satisfactory would be a better description. Your classroom teaching as always has continued to be viewed as excellent. Other than the past year, your research activities have been fine. I recognize you have had personal obligations and problems this year that apparently have interfered with your normally active interest in your work including your grantsmanship and creative endeavors. You have indicated that these need your attention and are not a forecast of things to come. In order to improve, you and I have agreed that for this coming year it will be best to decrease your classroom teaching assignment somewhat, to allow you some retooling time to prepare your courses, to do library research, and to develop new and creative research

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interests. Also, we discussed some options and resources that are available to you on the campus to deal with the problems you have identified, such as attendance at stress and time management workshops provided by the Personnel Division. I am confident you will take advantage of these programs this coming year.

Reappointment and Assignment

I am notifying you of your reappointment for the next academic year. Your tentative teaching assignments for next year will be graduate advisement and two sections per term (55%) of your regular course in Ph 2001. Your research assignment will be 40% in order for you to continue to develop and pursue research interests and submit grants. You have agreed to schedule quarterly meetings with me to update me on your progress. In addition, in your service component (5%), I hope you will agree to serve as chair of two search committees, and to serve on the department and college curriculum committees. I understand you have accepted nomination for the faculty senate.

Good luck and please let me know if you have questions or if I can help you in any way.

Sincerely,

Department Chair

By my signature I acknowledge having discussed the above letter of evaluation and request ___ do not request ___ that the attached comments be filed with this letter in my personnel file.

Faculty Member's Signature/Date

cc: Personnel File

5. Sample Evaluation Letter for an Eminent Scholar (In-Unit)

Date

Professor Tenured
PO Box 8004
University Station
CAMPUS

Dear Tenured:

In accordance with the Collective Bargaining Agreement this letter serves as the annual evaluation of your performance in your duties and responsibilities as an Eminent Scholar.

Your research activities, representing 1.00 FTE of your assignment, continue to be outstanding. You are internationally recognized in your field as evidenced by your numerous publications in some of the most prestigious journals and by your numerous invitations to present papers and presentations at important professional meetings. With respect to your other duties and responsibilities as a faculty member, you

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continue to support your colleagues and are always accessible to both students and faculty. You continue to be an outstanding leader in department and college governance activities, as evidenced by your work on the curriculum committee and the ad hoc committee on facilities. For these reasons, I find your overall performance and leadership to continue to be outstanding.

I am pleased and recommend your reappointment for the next academic year. Your assignments will continue to be 1.00 FTE in your funded research program.

If you have questions or concerns about this draft letter of evaluation I will be happy to meet with you. If not, I will consider the evaluation final so please sign one copy and attach any comments you might like to include in the record and return it to me by next Friday. The additional copy is for your file.

Sincerely,

Department Chair

Faculty Member's Signature/Date

cc: Personnel File